

# Branding Brunswick | Case Study

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2012

B R U N S W I C K



*Opportunity in motion*

Brunswick Economic Development  
Commission  
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Brunswick, Maryland 21716  
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# Branding Brunswick

## Case Study | Brand

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Spoken on December 12, 2012 by Christina May, Chair Brunswick Economic Development Commission prior to the City of Brunswick adopting the proposed brand and tagline:

“Good Evening Mayor and Council. I would like to open by defining our goal this evening. When we began this process 18 months ago, the direction set by former Mayor Carroll Jones was for the EDC to spearhead the re-branding of the City of Brunswick, tasked with bringing forth a recommendation for consideration for a new “Brand”. That “Brand” has many components – both visual and verbal. The graphical representation of the brand we have unanimously adopted as our official logo – having artistically woven together the best of Brunswick as defined by its citizens.

Throughout that process we have striven to not only inform but also educate. I feel that it is important to start this evening from a common understanding of what we about to define – a tagline. A tagline is a reiterated phrase identified with an individual, group, or product.

Most commonly associated with marketing slogan for products. It is a phrase used to express a characteristic position or stand or a goal to be achieved, a brief attention-getting phrase used in advertising or promotion. A tagline is not a caption. A tagline is not a sentence. A tagline is not grammatically correct.

A tagline does not name the subject within it. A tagline needs to stand the test of time, being both relevant today and thousands of tomorrows.

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Given this definition, A brand is measured on the following criteria:

Attributes: Does the tagline express a city’s brand character?

Message: Does the tagline they tell a story in a clever, fun, and memorable way?

Differentiation: Is the tagline unique and original?

Ambassadorship: Does the tagline inspire you to visit there, live there, or learn more?

Big Town Small City answers each of these judging criteria:

It expresses the town’s very BIG heart and small town charm.

It tells the story of a BIG town with CITY sized opportunities and services cleverly with the juxtaposition of both the word City and Town, Big and Small.

The tagline is original – as it is both familiar and unique. Though many have commented that they may have heard this tagline before, it is not a tagline for another product or place that we can find.

The tagline inspires – with its versatility it grows into a campaign that speaks to all audiences – citizens, visitors, businesses and neighbors... for instance...

It tells the story of the citizen who raises his family here, in his homeTOWN, but commutes to the CITY.

It tells the story of the BIG history of Brunswick's railroading heritage and SMALL CITY the coal fired engine left in its place.

It tells the business owner about the unique downTOWN experience, but the customer population of a CITY

It reminds the veteran of his TOWN legion chapter, and inspires him with the CITY's veteran's day parade. -- Comparisons have been made, as they are, regarding the presented tagline "Big Town. Small City" and our neighbors taglines. Sweetest City, City of Clustered Spires. Gateway to the Catoclin Mountains.

The beauty of Brunswick is the blessing of many wonderful things that make the community whole. Not just a building, not only a location, not only a business.

The days of Brunswick being defined only as a railroad town are a wonderful history and one that we honor. But the days of Brunswick as commuting location, railroading tourist attraction, an active recreational community abundant with trails and the Potomac river, a safe place to raise your family, an active community in which to retire, a unique downtown shopping experience, a growing community – those days are now.

If Brunswick could be defined by one thing, we would not be here tonight. I would like to dispel any misinformation about this process with the facts. The beauty of data-driven approach, unlike an opinion, it can be undeniably substantiated by the information I bring before you this evening. In total, not including tonight, over 1500 volunteer hours have been given to this project by the working group. Even at a minimum wage, that time is work over \$10,000 dollars, and considering the backgrounds of the professionals and citizens that comprise the working group, that number easily grows a thousand percent. 32 initial presentations were given over the course of late 2011 and early 2012. Hundreds of surveys were collected online, in the newspaper and at community events such as business expos, railroad days and hometown holidays. 15 focus groups were conducted resulting in over 20 hours video, then transcribed into over a thousand pages of data – which you have before you - that the working group painstakingly applied data-research methods to develop word counts, and apply themes resulting in a 50 page findings document outlining the core competencies of the City according to its citizens, visitors and neighbors. Not the opinions of the working group. Let me be clear - the findings are not those opinions of the working group - rather they are thoughts, feelings, wishes and dreams of over the 1,000 lives this project has touched. These ideas, thoughts and opinions have been carefully recorded, sorted and distilled down to their truest meanings. There has never been in the history of Brunswick Maryland a more comprehensive and open study of the citizen sentiment. We asked. We asked Brunswick how do you want to be seen? We asked - is it the train ...No, we are much more than a train.

Is it the history? ...No, it's not only the history because we can't always look back and we don't live in the past.

Is it the river, canal, recreation? ...No, we don't just walk on the towpath or fish.

What matters most to you, Brunswick - All these things in my safe, friendly town

What do you want in the future, Brunswick? All the opportunity of a lively city And the answer from the citizens is simply this - we love our small town feel, we love that we know our neighbors, we believe this is a safe town for our families - but we want to grow, we want to have all the opportunities that other larger areas have without losing our charm. HOW do you answer this paradox? How do you retain your small town charm while benefiting from all the opportunities of a city? The overarching theme that resonated with almost every survey, every interview, every focus group - was a sense of home, of belonging, of a town. Not a train, not a tow-path, not a mountain view, not a river, not a street, not a business, not a story from long ago. The overarching theme that resonated with almost every survey, every interview, every focus group - was the goal, the yearning, the need for the strength of a city. Not one person said they wished Brunswick would shrink, stop services, or decline. The committee considered over 100 hundred taglines, not a dozen or so, - which I have here - submitted equally from both citizens, neighbors and Jean Peterson Design. Each one was given equal consideration, no matter the subject or source.

For example: one of the submitted taglines was “Pearl of the Potomac” this tagline was not selected as it says very little about the character of the City – speaking only to location. Brunswick isn’t known to be a hotbed of oysters and certainly we don’t consider Brunswick a Caribbean climate.

“Bold Beautiful Brunswick” was also considered – and not selected for its ambiguity – bold and beautiful apply to many places, things and situations. This selection didn’t speak to any of Brunswick Core Competencies as defined by the citizens.

“Home Run” was another consideration for its ties to references to our baseball heritage as well as the Potomac river – referred to as a run. This tagline was not selected, as it is too abstract to even those who know Brunswick well.

Ultimately the working group could not find consensus with any tagline - save one - that we felt answered the goal set by the citizens. The tagline presented to Mayor and Council is not of agency design or an idea from a supposed foreigner who isn’t familiar with the City, but from a citizens.

The Study is a culmination of a 1,000 city voices

The Goals represent over 1,000 city dreams

The logo is a graphic representation of the citizen’s definition of Brunswick

And appropriately,

The tagline we present to you was inspired by a citizen voice. For this reason the tagline "Big Town, Small City" is the voice of the City of Brunswick. It clearly communicates the City's hometown feel, while reinforcing the opportunity and support of a larger, lively community. It excludes no one and is relevant today and well as tomorrow and years to come."

# Introduction to Brunswick, Maryland

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Brunswick Maryland is situated in the heart of the Potomac River Valley, where the foothills of the Appalachian Mountains and the Potomac River meet. More than just a pretty picture, Brunswick is rich with history, natural amenities and a historic railroad story.

## **Brunswick – A brief history**

The area now known as Brunswick was originally home to the Susquehanna Indians. In 1728 the first settlement was built, and the region became known as Eel Town, because the natives would fish for eel in the Potomac River. A grant to the land was then given to John Hawkins by George II of Great Britain on August 10, 1753. The land was sold and Leonard Smith platted it in 1787 with the name of “Berlin,” as many Germans settled in the area. The name “Berlin” however, could not be used for mail as there was already a Berlin on the Eastern Shore of Maryland, so the post office changed the name to “Barry.” The town continued to grow and was incorporated April 18, 1890 with the name “Brunswick.”

Brunswick grew slowly through the early 1800s, with the town’s population estimated at 150 by 1830 when the Chesapeake and Ohio canal began operating along the Potomac River between Washington DC and Cumberland. Although the Baltimore and Ohio Railroad had also completed a parallel route along the Potomac, it took time for the railroad to overtake the canal as the primary mode of transportation to the east. The C&O Canal stimulated local commerce and industry, resulting in the first significant wave of growth in the town. Brunswick remained a small community of several hundred until the B&O Railroad located its freight yards and repair sheds there in the 1890s. With the increased rail traffic came a second wave of growth; the town’s population increased tenfold to 3,000 in less than ten years. In 1890, the former trading post Eel Town was incorporated and renamed Brunswick.

Over the next 50 years, Brunswick took on the life and character of a busy, bustling railroad town. Employment was high, and the growing population supported commercial enterprise that followed. Like the C&O Canal fifty years prior, the glorious railroad equipment began to age against new economical modes of transportation. Concurrently, rail systems were quickly abandoning the steam engine for diesel which required fewer engineers. Time waits for no one, and as a result the railroad employee pool began to shrink and Brunswick’s economy and population followed suit. As railroad activity continued to decline, supporting businesses and population also declined, leading to increased vacancies and deterioration in the downtown commercial areas.

Beginning in 1970, Brunswick’s identity shifted from railroad town to commuter town. In 1960 approximately 44% of the employed town residents worked in transportation, communications and utilities industries – all associated with the railroad; only 4.79% work in these occupations today. The majority of the current population work in industries unrelated to the rail industry: 28% work in management or office environments, 9% in sales, and 7% in construction. With the ease of commuting to major employment centers in the metro Washington DC region via MARC train and accessible highways, and the possibility of working remotely through use of technology, Brunswick’s population



has moved from a predominately railroad-related blue-collar work force to knowledge-based white-collar managers (this might not be accurate).

The industrial and commercial base established in Brunswick by the railroad industry has not yet been replaced by other industries. While there has been retail and commercial development in the northern sections of Brunswick, including 53 acres of planned commercial, the heart of the city's downtown has not yet seen revitalization despite its Main Street Designation and the hard work of both city and volunteer organizations.

Despite a lack of employment growth in Brunswick, residential growth has continued from the 1970s to present day. New developments of the 70s and 80s include Manchester Village, Woodside Station, and Brunswick Heights Townhomes and apartments, all on the east side of town. This growth led to the commercial development of the Brunswick Shopping Center in 1985 that is anchored today by a Fresh and Green's grocery store. With the establishment of the MARC commuter train in the 1970s, Brunswick grew as a suburb of Frederick and Montgomery County. The real estate hey-day of the 2000s brought another residential development, Galyn Manor to the east side of Brunswick as well as the ground-breaking of Brunswick Crossing, a 1505 unit PUD, on the northeast side of the city. Brunswick Crossing is poised to almost double the population of the city over the next 15 years (City of Brunswick Master Plan, Demographics, 4-5).

### **Brunswick – Today**

Today, Brunswick is home to both a commuter rail service and the Brunswick Railroad Museum. These twin features of the city highlight the duality of its past and present as a gateway with deep local history

In addition to a rich transportation history (please see appendix for a detailed timeline), Brunswick is perfectly situated with access to natural recreation opportunities. In addition to nearly 200 acres of forest conservation and parks, Brunswick is the gateway to the C&O National Park and Towpath, Potomac River, and Appalachian Trail – perfect for biking hiking and camping. Brunswick owns and operates the only campground on the C&O canal. In addition, Brunswick is home to one of the oldest Veteran's Day Parades celebrating American war heroes and Veterans; in fact, 2012 marks the 80<sup>th</sup> anniversary of the Brunswick Veteran's Day Parade. Brunswick's largest event is Brunswick Railroad Days, a celebration of the town's rich railroad history, held annually the 1<sup>st</sup> weekend in October.

Known as a "baseball town," Brunswick is home to a world champion Little League team and has a proud baseball heritage dating back to the days of the railroad hey-day. The Railroaders Little League dynasty has earned over 28 league, state, and regional championships.

The second largest municipality in Frederick County, Maryland, Brunswick has seen a recent resurgence of economic investment. New residential planned communities will nearly double Brunswick's population within the next 15 years. Brunswick has also adopted smart growth policies, including a TOD (transit oriented development) overlay in the downtown district to encourage commuter rail travel and downtown revitalization. Designated a Main Street community in 2004, Brunswick is also home to over 300 businesses served by economic development-minded organizations including a local chamber of commerce and a city-chartered economic development commission. With a growing population, an



economically minded government, and supporting civic organizations, Brunswick is poised for economic opportunity.

### **Brunswick – Demographics**

Brunswick is a city in Frederick County, Maryland, United States. The population was 5,870 at the 2010 census. Brunswick is located on the Brunswick line MARC commuter rail, about 15 minutes from Frederick, Maryland, 20 minutes from Charles Town, West Virginia, 25 minutes from Leesburg, Virginia, and 60 minutes from Washington, DC.

A snap shot of the City of Brunswick’s demographic data is below taken from the 2010 Census. A complete Nielsen Demographic study is available in the appendix.

### ***Brunswick, MD – 2010 Census Data***

People QuickFacts	Brunswick	Maryland
Population, 2011 estimate	NA	5,828,289
Population, 2010	5,870	5,773,552
Population, percent change, 2000 to 2010	19.9%	9.0%
Population, 2000	4,894	5,296,486
Persons under 5 years, percent, 2010	8.1%	6.3%
Persons under 18 years, percent, 2010	27.1%	23.4%
Persons 65 years and over, percent, 2010	9.8%	12.3%
Female persons, percent, 2010	50.9%	51.6%
White persons, percent, 2010 (a)	86.3%	58.2%
Black persons, percent, 2010 (a)	7.5%	29.4%
American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.4%
Asian persons, percent, 2010 (a)	1.7%	5.5%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	0.1%
Persons reporting two or more races, percent, 2010	3.2%	2.9%
Persons of Hispanic or Latino origin, percent, 2010 (b)	4.9%	8.2%
White persons not Hispanic, percent, 2010	83.2%	54.7%
Living in same house 1 year & over, 2006-2010	85.0%	85.9%
Foreign born persons, percent, 2006-2010	6.5%	13.2%
Language other than English spoken at home, pct age 5+, 2006-2010	8.3%	15.9%
High school graduates, percent of persons age 25+, 2006-2010	87.5%	87.8%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	23.3%	35.7%
Mean travel time to work (minutes), workers age 16+, 2006-2010	41	31.3
Housing units, 2010	2,330	2,378,814
Homeownership rate, 2006-2010	79.5%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	12.2%	25.7%

Median value of owner-occupied housing units, 2006-2010	\$247,800	\$329,400
Households, 2006-2010	2,131	2,121,047
Persons per household, 2006-2010	2.71	2.62
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$26,918	\$34,849
Median household income 2006-2010	\$60,848	\$70,647
Persons below poverty level, percent, 2006-2010	3.8%	8.6%
Business QuickFacts	Brunswick	Maryland
Total number of firms, 2007	368	528,112
Black-owned firms, percent, 2007	S	19.3%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.6%
Asian-owned firms, percent, 2007	F	6.8%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.1%
Hispanic-owned firms, percent, 2007	F	4.9%
Women-owned firms, percent, 2007	28.5%	32.6%
Manufacturers shipments, 2007 (\$1000)	NA	41,456,097
Merchant wholesaler sales, 2007 (\$1000)	NA	51,276,797
Retail sales, 2007 (\$1000)	53,272	75,664,186
Retail sales per capita, 2007	\$10,163	\$13,429
Accommodation and food services sales, 2007 (\$1000)	2,225	10,758,428
Geography QuickFacts	Brunswick	Maryland
Land area in square miles, 2010	3.27	9,707.24
Persons per square mile, 2010	1,797.9	594.8
FIPS Code	10900	24

Frederick County

Counties

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

FN: Footnote on this item for this area in place of data

NA: Not available

D: Suppressed to avoid disclosure of confidential information

X: Not applicable

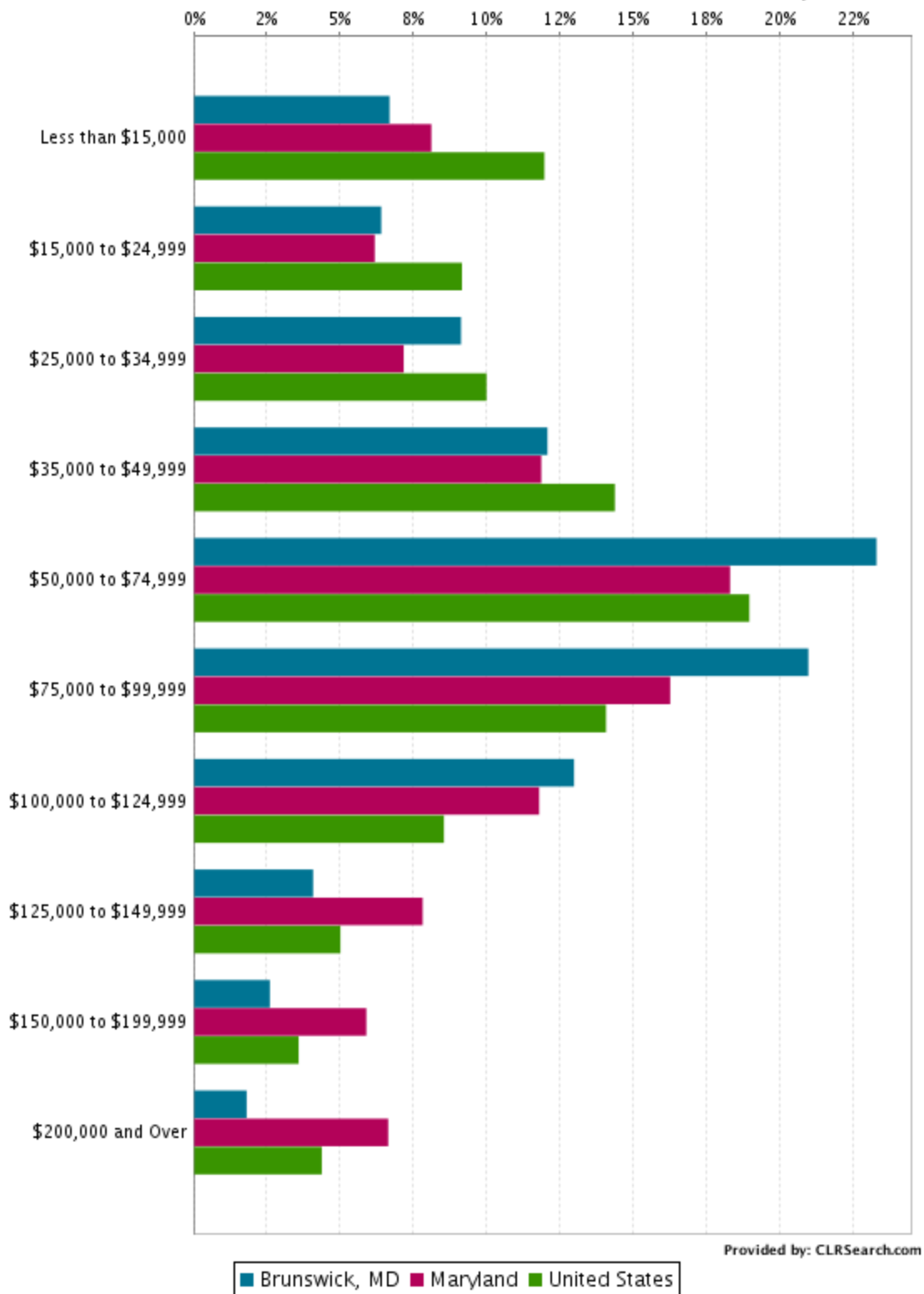
S: Suppressed; does not meet publication standards

Z: Value greater than zero but less than half unit of measure shown

F: Fewer than 100 firms

Source: US Census Bureau State & County QuickFacts

## 2010 Household Income Statistics for Brunswick, MD



### *Brunswick, MD – 2010 Household Income (Census Data)*

2010 Household Income Statistics	Brunswick, MD	Maryland	United States	
<b>Total Area Household Income</b>	\$129,029,597	\$204,834,946,185	\$8,877,041,207,141	
<b>Median Household Income</b>	\$66,880	\$72,794	\$55,970	
<b>Average Household Income</b>	\$73,105	\$93,912	\$74,974	
<b>Per Capita Household Income</b>	\$27,766	\$35,807	\$28,779	
<b>Income Less than \$15,000</b>	1186.69%	176,9078.11%	14,165,359	11.96%
<b>Income \$15,000 to \$24,999</b>	1136.40%	134,8306.18%	10,837,720	9.15%
<b>Income \$25,000 to \$34,999</b>	1619.12%	156,3327.17%	11,829,365	9.99%
<b>Income \$35,000 to \$49,999</b>	21312.07%	258,66111.86%	17,010,932	14.37%
<b>Income \$50,000 to \$74,999</b>	41123.29%	399,05318.30%	22,437,035	18.95%
<b>Income \$75,000 to \$99,999</b>	37020.96%	354,51516.25%	16,654,204	14.07%
<b>Income \$100,000 to \$124,999</b>	22912.97%	257,05611.79%	10,110,396	8.54%
<b>Income \$125,000 to \$149,999</b>	72 4.08%	170,4247.81%	5,931,821	5.01%
<b>Income \$150,000 to \$199,999</b>	46 2.61%	128,5525.89%	4,245,070	3.59%
<b>Income \$200,000 and Over</b>	32 1.81%	144,8106.64%	5,180,241	4.38%

Household Income: Data on consumer income collected by the Census Bureau covers money income received (exclusive of certain money receipts such as capital gains) before payments for personal income taxes, social security, union dues, Medicare deductions, etc. Therefore, money income does not reflect the fact that some families receive part of their income in the form of non-cash benefits, such as food stamps, health benefits, rent-free housing, and goods produced and consumed on the farm.

## Methodologies

### Research Methods

Seizing the opportunity to not only gain significant insight into the Brunswick Community, but also to “take the pulse” of the existing Brunswick Brand, the Economic Development Commission embarked on the “Branding Brunswick” project as more than a data collection exercise, but a community campaign. The EDC developed a work plan for the project and adopted a policy of transparency. Using a “pull”

approach to the data, the EDC began by engaging the Brunswick community in the project. Thirty-two government and civic organizations were educated about the branding process, and all were invited to return to conduct a focus group during the data collection process. Data collection included conducting 15 focus groups, transcribing over 20 hours of audio records and collecting online and print surveys. This data was collected, sorted for word counts, analyzed for word-relationships, and finally organized to define the qualities of Brunswick's "brand."

### Situation analysis

Recalling the days of the classic rowdy railroad, Brunswick has long been characterized by a rough and tumble image. Labeled by many as a town of "Hills, Whores and Liquor Stores," the bawdy saying has stuck through the years, long past the time of the railroad heyday. While it is a jaunty indicator of railroad glory days past, the saying certainly doesn't reflect the current climate in the City of Brunswick.

Additionally, Brunswick's official motto has been "Home of the Iron Horse." While Brunswick's rich railroad history has been its branding mainstay for over 50 years, other natural amenities and destination activities have grown in significance since the motto's adoption. With this in mind, the Mayor of Brunswick, Carroll Jones, approached the EDC with the project of rebranding the city to explore the possibility that Brunswick may no longer just be "the home of the iron horse" (Memo to EDC from Mayor Jones, 2010) The EDC found during the focus groups that not only did most participants not even know the saying, but they did not relate the term "iron horse" to the railroad. Mayor Jones' inquiry proved to be a valid concern.

### Marketing Methods

Believing that marketing is not a siloed application of targeted messages best known as "advertisements," an integrated marketing communications approach has been adopted for this project. Integrated marketing views any company, business, organization, or organized entity as an organic whole, and considers marketing and communications activities as the blood that pulses through the organization to its customers. Both internal and external stakeholders are considered in this approach as equally important "customers" of the brand. In the case of the City of Brunswick, its customers or target market includes:

- Citizens of Brunswick
- Visitors/ Tourists to Brunswick
- Businesses of Brunswick
- Businesses and customers who participate in the City of Brunswick's economy
- Media
- Frederick County and neighboring municipalities including Lovettsville, VA

If an individual has a relationship or experience in any way with Brunswick, the brand of Brunswick comes into play with that transaction. With this in mind, the Brunswick EDC is interested in developing a brand that serves all these target markets and works as a unified communications platform for Brunswick to all of these stakeholders.

## Communication audit

The City of Brunswick's current communications plan provides municipal announcements regarding city events, utility information, and other local news of note through various media channels. There is currently no integrated marketing communications plan in place for Brunswick's customers. Current communication channels available to the brand include:

- City Channels:
  - City of Brunswick website
  - City of Brunswick Facebook page
  - Channel 99 – government broadcast system
  - State highway signage on Petersville Road
  - Water bills
  - City correspondence
  - City buildings
  - City vehicles
  - City employees
- External Channels
  - *Brunswick Citizen* Newspaper (local)
  - Local media (*Frederick News Post*, *Gazette*, Radio and TV)
  - New media (local blogs)
  - Local Brunswick organizations
  - Local Frederick County organizations
  - State municipal and government organizations

## Tapestry

Because Brunswick encompasses two different zip codes, both 21716 and a portion of 21758 (Galyn Manor neighborhood), it is significant to analyze both top tapestry segments for each zip code. The Lovettsville, VA zip code has been included in this study to capture the tapestry trends of this specific target market: people who often shop in Brunswick. By including these additional tapestries, a clearer picture can be drawn of the Greater Brunswick Area commerce and living trends.

## City of Brunswick - 21716

### *67% Main St. USA Tapestry Segment*

Segment Code.....24

Segment Name.....Main Street, USA

LifeMode Summary Group.....L10 Traditional Living

Urbanization Summary Group.....U5 Urban Outskirts I

### Demographic

*Main Street, USA* neighborhoods are a mix of household types, similar to the US distribution.

Approximately half of the households are composed of married-couple families, nearly one-third are

single-person or shared households, and the rest are single-parent or other family households. The median age of 36.8 years nearly matches the US median. These residents are less diverse than the US population.

#### Socioeconomic

The median household income is \$57,196, derived from wages, interest, dividends, or rental property. Their median net worth is \$84,763. More than one in five residents aged 25 years and older hold a bachelor's or graduate degree; half of the residents have attended college. Occupation and industry distributions are similar to those of the United States.

#### Residential

A mix of single-family homes and multiunit buildings, these neighborhoods are located in the suburbs of smaller cities in the Northeast, West, and Midwest. Nearly two-thirds of the housing was built before 1970. The home ownership rate is 63; the median home value is \$174,970.

#### Preferences

Family-oriented and frugal, these residents may occasionally go to the movies or eat out at a family restaurant, such as Friendly's or Red Robin, but are most likely to stay home and watch a rental movie or play games with their children. They own pet cats. They play baseball and basketball and go swimming. They listen to classic hits and rock radio and watch cartoons and courtroom shows on TV. They go to the beach and theme parks or take domestic vacations to visit with family or see national parks.

They go online periodically to look for jobs, research real estate, and play games and are beginning to shop online. Those who do not have Internet access at home will go online at school or the public library. They use the Yellow Pages to find veterinarians or stores. They will invest in small home improvement and remodeling projects, usually doing the work themselves instead of hiring a contractor. They buy the tools and supplies for these projects from Home Depot or Ace Hardware. They keep up their lawns and gardens by planting bulbs, fertilizing, and applying lawn care products regularly.

#### *29% Cozy and Comfortable Tapestry Segment*

Segment Code.....18

Segment Name.....*Cozy and Comfortable*

LifeMode Summary Group.....L2 *Upscale Avenues*

Urbanization Summary Group.....U8 *Suburban Periphery II*

#### Demographic

*Cozy and Comfortable* residents are middle-aged married couples who are comfortably settled in their single-family homes in older neighborhoods. The median age of 42.3 years is five years older than the US median of 37 years. Most residents are married without children or married couples with school-aged or adult children. With 8.7 million people, this is a relatively large segment that is growing moderately by 0.48 percent annually since 2000. Most of these residents are white.



### Socioeconomic

Although the labor force is older, they are in no hurry to retire. The labor force participation rate is 65.7 percent; the unemployment figure is 9.3 percent. Employed residents work in professional, managerial, and service occupations in a variety of industry sectors. Occupation distributions are similar to US values. The median household income is \$65,665. Income for 80 percent of the households is earned from wages and salaries. Forty-six percent of households receive investment income. Their median net worth is \$181,850.

### Residential

*Cozy and Comfortable* neighborhoods are located in suburban areas, primarily in the Midwest, Northeast, and South. Many residents are still living in the homes in which they raised their children. Single-family structures make up 88 percent of the household inventory. The median home value is \$154,868. Sixty-two percent of the housing units were built before 1970. Home ownership is at 85 percent.

### Preferences

*Cozy and Comfortable* residents prefer to own certificates of deposit and consult a financial planner. They typically hold a second mortgage, a new car loan, a home equity line of credit, and a universal life insurance policy. Home improvement and remodeling projects are important to them. Although they will contract for some work, they attempt many projects, especially painting and lawn care. Depending on the season, they play golf or ice skate for exercise. They attend ice hockey games, watch science fiction movies on DVD, and take domestic vacations. They eat at family restaurants such as Friendly's, Bob Evans Farms, and Big Boy.

Going online isn't a priority, so they own older home computers. Television is very important; many households own four or more sets so they won't miss any of their favorite shows. They watch sports, particularly football, and news programs. Reading the Sunday newspaper is part of the routine for many.

### 3% Green Acres Tapestry Segment

Segment Code.....17

Segment Name.....Green Acres

LifeMode Summary Group.....L2 Upscale Avenues

Urbanization Summary Group.....U10 Rural I

### Demographic

Seventy-one percent of the households in *Green Acres* neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6–17 years. With more than 10 million people, *Green Acres* represents Tapestry Segmentation's third largest segment, currently more than 3 percent of the US population and growing by 1.92 percent annually. The median age is 41 years. This segment is not ethnically diverse; 92 percent of the residents are white.

### Socioeconomic

Educated and hard-working, more than one-fourth of *Green Acres* residents hold a bachelor's or graduate degree; more than half have attended college. Labor force participation is 67.5 percent, with

higher employment concentrations in the manufacturing, construction, health care and retail trade industry sectors. Occupation distributions are similar to those of the United States. Seventeen percent of the households earn income from self-employment ventures. The median household income is \$63,430; the median net worth is \$174,417.

### Residential

Although *Green Acres* neighborhoods are located throughout the country, they are found primarily in the Midwest and South, with the highest concentrations in Michigan, Ohio, and Pennsylvania. A “little bit country,” these residents live in pastoral settings of developing suburban fringe areas. Home ownership is at 86 percent, and median home value is \$179,073. Typical of rural residents, *Green Acres* households own multiple vehicles; 78 percent own two or more vehicles.

### Preferences

Country living describes the lifestyle of *Green Acres* residents. Pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, flower gardens, and vegetable gardens. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that *Green Acres* is the top market for owning a sewing machine. A favorite pastime is using their ice cream maker to produce homemade ice cream. They prefer motorcycles and full-size pickup trucks.

For exercise, *Green Acres* residents ride their mountain bikes and go fishing, canoeing, and kayaking. They also ride horseback and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling. They listen to auto racing and country music on the radio and read fishing and hunting magazines. Many own satellite dishes so they can watch news programs, the Speed Channel, and auto racing on TV. A favorite channel is Country Music Television.

## Knoxville (including Galyn Manor) – 21758

### 60% *Green Acres* Tapestry Segment

Segment Code.....17

Segment Name.....*Green Acres*

LifeMode Summary Group.....L2 *Upscale Avenues*

Urbanization Summary Group.....U10 *Rural I*

### Demographic

Seventy-one percent of the households in *Green Acres* neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6–17 years. With more than 10 million people, *Green Acres* represents Tapestry Segmentation’s third largest segment, currently more than 3 percent of the US population and growing by 1.92 percent annually. The median age is 41 years. This segment is not ethnically diverse; 92 percent of the residents are white.

### Socioeconomic

Educated and hard-working, more than one-fourth of *Green Acres* residents hold a bachelor's or graduate degree; more than half have attended college. Labor force participation is 67.5 percent, with higher employment concentrations in the manufacturing, construction, health care and retail trade industry sectors. Occupation distributions are similar to those of the United States. Seventeen percent of the households earn income from self-employment ventures. The median household income is \$63,430; the median net worth is \$174,417.

### Residential

Although *Green Acres* neighborhoods are located throughout the country, they are found primarily in the Midwest and South, with the highest concentrations in Michigan, Ohio, and Pennsylvania. A "little bit country," these residents live in pastoral settings of developing suburban fringe areas. Home ownership is at 86 percent, and median home value is \$179,073. Typical of rural residents, *Green Acres* households own multiple vehicles; 78 percent own two or more vehicles.

### Preferences

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### 36% Pleasant-Ville Tapestry Segment

Segment Code.....10

Segment Name.....*Pleasant-Ville*

LifeMode Summary Group.....L2 *Upscale Avenues*

Urbanization Summary Group.....U3 *Metro Cities I*

### Demographic

Prosperous domesticity distinguishes the settled lives of *Pleasant-Ville* residents. Families, especially middle-aged married couples, characterize *Pleasant-Ville* neighborhoods. The average family size is 3.3; nearly 40 percent of the households include children. Thirteen percent of the households have adult children. The median age of 40.4 years is slightly older than the US median of 37 years. The diversity index of 58 for the *Pleasant-Ville* population is slightly below the US figure of 61.

## Socioeconomic

Prosperous domesticity distinguishes the settled lives of *Pleasant-Ville* neighborhoods. Among Tapestry Segmentation's upscale segments, these residents have a median household income of \$77,930 and a median net worth of \$248,861. Labor force participation is above average, and unemployment is below the national average. Employed residents work in a variety of occupations in diverse industry sectors, similar to the US distributions. Approximately one in five households receives retirement income, a ratio that is expected to increase. Forty-four percent of households earn additional income from interest, dividends, or rental properties.

## Residential

Residents of *Pleasant-Ville* neighborhoods live in single-family homes with a median value of \$291,084; nearly half of these homes were built between 1950 and 1970. Because these neighborhoods are concentrated in the Northeast and California, home values increased dramatically in this decade, but have begun to decline. These settled residents enjoy where they live; two-thirds have lived in the same house since 1995, when they bought their homes for much lower prices. Despite the fluctuation in value, home ownership remains high at 82 percent. To maintain their comfortable lifestyle, 12 percent commute an hour or more to work. Transportation is important; two-thirds maintain two or more vehicles.

## Preferences

Because older homes require maintenance and renovation, home improvement projects are a priority in *Pleasant-Ville* neighborhoods. Not do-it-yourselfers, residents hire contractors for remodeling projects; however, they would probably do their own yard work instead of hiring a lawn service. They shop at warehouse stores for value and use coupons for discounts. For more upscale items, they shop at department stores. Those who are union members contract for health insurance through the union.

*Pleasant-Ville* residents spend time with their families, dine out, play cards and board games, attend baseball games, and visit theme parks. They take sightseeing vacations and beach trips in the United States or cruise to foreign ports. They own and use older PCs to shop online for small items, check e-mail, and read the news.

These residents listen to contemporary hit, all-news, all-talk, and sports radio, particularly during their commute times. The sports fanatics listen to ball games on the radio and watch a variety of major sports on TV. For exercise, they usually work out on the treadmill at home, walk, and swim. To keep abreast of current events, they would probably read two or more daily newspapers.

## 1% Exurbanites Tapestry Segment

Segment Code.....07

Segment Name.....*Exurbanites*

LifeMode Summary Group.....L1 *High Society*

Urbanization Summary Group.....U7 *Suburban Periphery*

## Demographic

*Exurbanites* residents prefer an affluent lifestyle in open spaces beyond the urban fringe. Although 40 percent are empty nesters, another 32 percent are married couples with children still living at home. Half of the householders are aged between 45 and 64 years. They may be part of the “sandwich generation,” because their median age of 45.5 years places them directly between paying for children’s college expenses and caring for elderly parents. To understand this segment, the life stage is as important as the lifestyle. There is little ethnic diversity; most residents are white.

## Socioeconomic

The 65.2 percent labor force participation rate is slightly higher than the US rate of 62.4 percent. Approximately half work in substantive professional or management positions. These residents are educated; more than 40 percent of the population aged 25 years and older holds a bachelor’s or graduate degree; approximately three in four have attended college. The median net worth is \$368,532, approximately four times the national figure. The median household income is \$84,522. More than 20 percent earn retirement income; another 57 percent receive additional income from investments.

## Residential

Although *Exurbanites* neighborhoods are growing by 1.61 percent annually, they are not the newest areas. Recent construction comprises only 22 percent of the housing. Seventy percent of the housing units were built after 1969. Most are single-family homes. The median home value is \$248,490, more than one-and-one-half times the national median. Because *Exurbanites* cannot take advantage of public transportation, nearly 80 percent of the households own at least two vehicles. Their average commute time to work is comparable to the US average.

## Preferences

Because of their lifestage, *Exurbanites* residents focus on financial security. They consult with financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online. Between long-term care insurance and substantial life insurance policies, they are well insured. Many have home equity lines of credit.

To improve their properties, *Exurbanites* residents work on their homes, lawns, and gardens. They buy lawn and garden care products, shrubs, and plants. Although they will also work on home improvements such as interior and exterior painting, they hire contractors for more complicated projects. To help them complete their projects, they own all kinds of home improvement tools such as saws, sanders, and wallpaper strippers.

They are very physically active; they lift weights, practice yoga, and jog to stay fit. They also go boating, hiking, and kayaking; play Frisbee; take photos; and go bird watching. When vacationing in the United States, they hike, downhill ski, play golf, attend live theater, and see the sights. This is the top market for watching college basketball and professional football games. They listen to public and news/talk radio and contribute to PBS. They participate in civic activities, serve on committees of local organizations, address public meetings, and help with fundraising. Many are members of charitable organizations.

## Lovettsville, VA (significant consumer segment) - 20180

### 55% Suburban Splendor Tapestry Segment

Segment Code.....02

Segment Name.....*Suburban Splendor*

LifeMode Summary Group.....L1 *High Society*

Urbanization Summary Group.....U7 *Suburban Periphery I*

#### Demographic

*Suburban Splendor* residents are families who live in growing suburban neighborhoods. Married couple families with and without children comprise 8 in 10 of these households. Household growth in these suburbs is 2 percent annually. The median age is 41.6 years, and half of the population is aged 35–64 years. These low-diversity neighborhoods are predominantly white.

#### Socioeconomic

These successful suburbanites are the epitome of upward mobility, just a couple of rungs below *Top Rung* in affluence. *Suburban Splendor* residents have a median household income of \$121,661 and a median net worth of \$621,888. The wealth of *Suburban Splendor* residents is more than double that of the US median. Labor force participation rates are high for both men and women; many households are two income. Most employed residents work in management, professional positions, and sales. They supplement their salaries with income from interest, dividends, and rental property at a rate much higher than the national level. Well educated, more than half the population aged 25 years and older hold a bachelor's or graduate degree.

#### Residential

Sharing the lead with *Top Rung* for home ownership at 91 percent, *Suburban Splendor* neighborhoods are located in metropolitan areas throughout the United States. Their large, luxurious homes have a median home value of \$388,380. Located in growing neighborhoods, 60 percent of the houses are relatively new, built after 1979. Because two-income households commonly require multiple vehicles, it is not surprising that 85 percent of these households own two or more vehicles.

#### Preferences

Hot tubs, espresso machines, granite countertops, and the latest interior design amenities are featured in *Suburban Splendor* homes. A main focus is home improvement and remodeling projects done mostly by contractors, although residents will tackle interior painting jobs. They own a wide array of electric tools that they may or may not use regularly. Residents hire a lawn maintenance service to cut the grass but like to plant their own shrubs and trees; treat their lawn with fertilizer, weed control, or insecticide; and sow grass seed. They have all the latest electronic gadgets including digital camcorders, video game systems, projection screen TVs, and numerous cell phones. This market prefers to own or lease a minivan or full-size SUV and is one of the top markets for owning or leasing a luxury car.

They devote free time to family; travel; and self-improvement pursuits such as physical fitness, reading, visiting museums, and attending the theater. They keep fit by working out weekly at a club or exercising on a treadmill or stationary bike at home in addition to skiing, ice skating, playing tennis and golf, and

bicycling. They read the newspaper, books, and magazines (particularly epicurean, airline, travel, business, finance, and boating). Because they travel extensively in the United States and overseas for business and pleasure, they rack up the miles in frequent flyer programs. A favorite hobby is furniture refinishing. When listening to the radio, they prefer classical music as well as all-news, all-talk, news/talk, and sports programs.

*Suburban Splendor* residents are members of business clubs and are active investors, using the Internet to track and trade their stocks, bonds, and funds. They hold home equity credit lines, consult with financial planners, use stock rating services, and own life insurance policies valued at approximately \$500,000. They shop at upscale retailers, home stores, and wholesalers. They order items over the phone and shop online for airline tickets, flowers, and computer equipment.

#### **42% Exurbanites Tapestry Segment**

Segment Code.....07

Segment Name.....*Exurbanites*

LifeMode Summary Group.....L1 *High Society*

Urbanization Summary Group.....U7 *Suburban Periphery*

#### **Demographic**

*Exurbanites* residents prefer an affluent lifestyle in open spaces beyond the urban fringe. Although 40 percent are empty nesters, another 32 percent are married couples with children still living at home. Half of the householders are aged between 45 and 64 years. They may be part of the “sandwich generation,” because their median age of 45.5 years places them directly between paying for children’s college expenses and caring for elderly parents. To understand this segment, the lifestage is as important as the lifestyle. There is little ethnic diversity; most residents are white.

#### **Socioeconomic**

The 65.2 percent labor force participation rate is slightly higher than the US rate of 62.4 percent. Approximately half work in substantive professional or management positions. These residents are educated; more than 40 percent of the population aged 25 years and older holds a bachelor’s or graduate degree; approximately three in four have attended college. The median net worth is \$368,532, approximately four times the national figure. The median household income is \$84,522. More than 20 percent earn retirement income; another 57 percent receive additional income from investments.

#### **Residential**

Although *Exurbanites* neighborhoods are growing by 1.61 percent annually, they are not the newest areas. Recent construction comprises only 22 percent of the housing. Seventy percent of the housing units were built after 1969. Most are single-family homes. The median home value is \$248,490, more than one-and-one-half times the national median. Because *Exurbanites* cannot take advantage of public transportation, nearly 80 percent of the households own at least two vehicles. Their average commute time to work is comparable to the US average.



## Preferences

Because of their lifestage, *Exurbanites* residents focus on financial security. They consult with financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online. Between long-term care insurance and substantial life insurance policies, they are well insured. Many have home equity lines of credit.

To improve their properties, *Exurbanites* residents work on their homes, lawns, and gardens. They buy lawn and garden care products, shrubs, and plants. Although they will also work on home improvements such as interior and exterior painting, they hire contractors for more complicated projects. To help them complete their projects, they own all kinds of home improvement tools such as saws, sanders, and wallpaper strippers.

They are very physically active; they lift weights, practice yoga, and jog to stay fit. They also go boating, hiking, and kayaking; play Frisbee; take photos; and go bird watching. When vacationing in the United States, they hike, downhill ski, play golf, attend live theater, and see the sights. This is the top market for watching college basketball and professional football games. They listen to public and news/talk radio and contribute to PBS. They participate in civic activities, serve on committees of local organizations, address public meetings, and help with fundraising. Many are members of charitable organizations.

## 1% Wealth Seaboard Suburbs Tapestry Segment

Segment Code.....05  
Segment Name.....*Wealthy Seaboard Suburbs*  
LifeMode Summary Group.....L1 *High Society*  
Urbanization Summary Group.....U3 *Metro Cities*

## Demographic

*Wealthy Seaboard Suburbs* are older, established, affluent neighborhoods characteristic of US coastal metropolitan areas. Two-thirds of the population aged 15+ years is married; more than half of the married couples have no children. The median age is 43.3 years. Ethnic diversity is low; most residents are white.

## Socioeconomic

*Wealthy Seaboard Suburbs* neighborhoods are affluent; the median household income is \$96,498. Income is derived from a variety of sources; approximately 60 percent of the households receive supplemental income from interest, dividends, and rental properties; 23 percent collect retirement income. More than half of those who work hold professional or management positions. The median net worth is \$401,516, more than four times that of the US median of \$93,084.

## Residential

*Wealthy Seaboard Suburbs* neighborhoods are located primarily along the California, New York, New Jersey, and New England coasts. Three-fourths of the housing units were built before 1970. Single-family structures comprise 89 percent of the households, with a median home value of \$415,546. The vacancy rate is 5 percent. Slow to change, *Wealthy Seaboard Suburbs* homeowners are the least likely to have

moved in the last five years. This segment ranks in the top five for residents who commute out of state to work.

### Preferences

Not do-it-yourselfers, these residents hire lawn and maintenance services to care for their property and contractors to remodel their homes. The top market for remodeling expenditures, this segment spends more than \$5,000 a year on home improvements. A typical resident holds a home equity line of credit, holds life insurance policies worth \$500,000 or more, uses a brokerage firm, owns stocks, and donates to charities or nonprofits. They love to shop, especially at Macy's, Nordstrom, and warehouse stores. They also shop online and by phone from high-end catalogs. They drink coffee at home and on the road. They shop for milk and coffee at convenience stores, grind their own coffee beans, and visit coffee houses as well as Dunkin' Donuts and Starbucks.

*Wealthy Seaboard Suburbs* residents take nice vacations such as all-inclusive international packages, cruises, and beach trips in the United States or abroad. They also go to Las Vegas and Atlantic City. They go saltwater fishing, skiing, and ice skating and attend the theater. They read two or more daily newspapers; biographies; and epicurean, travel, business, and finance magazines. They listen to classical music, jazz, all-news, and sports radio programs. Cable movie channels are favorites, but residents will watch one or two drama series shows each week. This is a top segment for watching home shopping channels.

## SWOT analysis

### Strengths

- Location: Brunswick is positioned in a convenient commuting location:
  - On the MARC commuter line
  - 10 minutes from Frederick
  - 15 minutes from Charles Town
  - 20 minutes from Leesburg
  - 60 minutes from Washington DC and Baltimore, MD
- Economic Stability:
  - Employment in Frederick County, MD is diverse, therefore stable (State of County, 3)
  - Frederick County unemployment rate decreased to 6.5% from 7.3% in 2010 (State of the County, 4)
  - Median household income in Frederick County, \$88,200 per year, in 2008 is 25% higher than Maryland median household income (State of the County, 2).
  - Tax rate of Frederick County is below that of Peer Counties.
- Green:
  - Homes in walkable neighborhoods retain a higher value (Walking the Walk, CEOs for Cities)
  - Over 100 acres of parks
  - Green recreation opportunities

- Business recycling program
- Attractions
  - Brunswick is positioned among a myriad of recreational and entertainment opportunities, all within 20 minutes:
    - History: Civil War Heritage Area
    - Downtown: Historic Downtown Frederick, Leesburg, Purcellville, Harpers Ferry and Shepardstown
    - Shopping: Leesburg Outlets
    - Gambling: Hollywood Casino at Charles Town Races
    - Dining: Hundreds of restaurants to choose from.
    - Outdoor Recreation: C&O Canal, Potomac River, parks & trails, golfing
    - Wineries & Breweries: Tour and taste your way through Frederick and Loudoun Counties
    - Sports: Frederick Keys Baseball
    - Arts & Theatre: Weinberg Center, MET, Delaplaine visual arts center
  - Brunswick offers a unique historic and recreational experience
    - C&O Canal National Park and Towpath
    - Brunswick Railroad Museum
    - Access to the Potomac River
    - 2 boat ramps
    - Cyclist friendly
    - Brunswick Campground
    - Heart of the Civil War Heritage Area
- Small Town feeling, but conveniences of a City
  - Abundance of civic organizations
  - Volunteer civic services
  - Safe – low crime rates, local police force
  - Close-knit schools, small classroom sizes
  - Baseball heritage and pride
  - Veteran friendly – one of the oldest Veteran Day Parades in the nation

## Weaknesses

- Weak Employment
- “Shabby” Downtown
  - Historic Downtown Brunswick has been affected by weakening economic conditions. Storefronts are vacant, city funding for events and recreation has decreased.
  - Parking availability in downtown
- Reputation:
  - Brunswick area reputation, while improving, is still a deterrent to the Brunswick community.
  - “Hill, Whores, and Liquor Stores”
- Commuters:

- MARC rail has attracted negative media recently due to accidents and rail delays
- Commuters do not stay in town, they only utilize the train
- Taxes:
  - Brunswick & Brunswick Crossing taxes (Brunswick Crossing has an additional special tax) contribute to monthly payments that are significantly higher per month as compared to other comparable area communities, second only to Frederick City
  - Perceived value of service for taxes paid is low
- Schools:
  - Brunswick area schools have an unfounded “poor” reputation outside the Brunswick Community. Brunswick schools rank within Frederick County as follows:
    - Brunswick Elementary has average test ratings for students, Title 1 school
    - Brunswick Middle School has above average test ratings for students
    - Brunswick High has high test ratings for students
- Homes:
  - Average home price in Frederick County in 2009 was \$265,808 - 13% lower than the state average (State of the County, 2).
  - Home values have been adversely affected by the current economic recession

## Opportunities

- Homes:
  - Single-Family lot availability in Frederick County, MD is decreasing (FNP,1)
- Job growth:
  - Rate for Frederick County, MD has grown positively and will continue to grow:
    - 92,695 total jobs in 2009; 76,522 in the private sector
    - 6th highest number of new jobs created in Maryland from 2005-2009
    - One of ten Maryland counties with net job growth from 2005-2009
    - Average weekly wage increased to \$825 in 2009, up from \$806 in 2008 (State of the County, 3)
  - Fort Detrick Expansion creates an economic engine in Frederick County with 1,100 additional new jobs through 2018 (State of the County, 6)
  - Private Sector job growth includes:
    - Urbana Office Research Center
    - Riverside Corporate Research Park
    - Life Technologies expansion
    - Westview South Office Research Park (State of the County, 7)
- Amenity/Recreational opportunities:
  - New Catocin Creek Nature Center (2011)
  - New Brunswick Branch Library (2011)
  - Possible new Brunswick Visitors Center (est. Fall 2012)
  - Continued partnership with NPS and Canal Towns
  - River and Trail management of the Brunswick Campground
  - Smithsonian Journey Stories Program at the Brunswick Railroad Museum

- Commercial opportunities:
  - Potential movement in the commercial marketplace at Brunswick Crossing
  - Railroad Landing Development, downtown revitalization (in progress)
  - Remodel of the Fresh & Green Grocery Store (in progress)

## Threats

- Housing
  - Financing obstacles for homebuyers
  - Economic uncertainty keeps potential homebuyers from committing to purchase
  - Mortgage rates rising
  - Ultra-conservative appraisals continue
  - FHA tightens lending
  - Foreclosures and short sales flood the market, causing home price decline (CNBC, 1)
  - Unemployment increases
  - Residential housing sector remains weak:
    - Credit conditions remain tight & homeowners with little or negative equity reduce number of available homebuyers
    - Delinquencies leveling off & starting to edge lower but foreclosures adding to supply
    - Home prices have yet to settle (Bauer, 17)
  - New housing starts have decreased since 2007, reflecting the economic state of the nation.
- Business/Job Growth:
  - Maryland practices continue to hinder new business
  - Access to capital
  - State funding cuts
- Attractions:
  - Access to grant funding
  - Economic conditions worsen, deterring tourism
  - NPS funding cuts

## Focus groups

A total of 15 focus groups were completed resulting in approximately 20 hours of taped transcription. Transcriptions were initially searched for relevant key word counts resulting in the following list:

### Branding Brunswick Transcriptions Keyword Count List – raw data sorted by count

Keyword	Focus Group	Count
Community/Quality of Life	New Residents, BARC, Lovettsville, Legion, Downtown Shoppers	92
Infrastructure	New Residents	36
Shabby appearance	New Residents	36
Trains	New Residents	34

Recreation	New Residents	33
Shopping	New Residents	26
Location/Beauty of Area	New Residents	24
C&O Canal	BARC, Legion, Downtown Shoppers, Senior Center	23
Railroad	Legion	22
Proximity	New Residents	21
Railroad	Downtown Shoppers	20
Commerce	New Residents	18
Downtown	Downtown Shoppe, Lovettsville,	18
Restaurants	New Residents	18
Small Town	BARC	18
Charm	New Residents, BARC	17
Communication	BARC	15
Railroad	BARC	14
Government	BARC	13
Recreational	BARC	12
Pride	BARC	11
Safety Police	New Residents	11
Commuting	Senior Center, Legion, BARC	10
Parking	Legion	10
Business Opportunities	Legion	9
Fire Siren	New Residents	9
Trains	Downtown Shoppers	9
Volunteers	BARC	9
reputation	New Residents	8
Restaurants	Lovettsville	8
Trains	Lovettsville	8
Urgent Care	BARC	8
Bikes	Lovettsville, BARC	7
Location	Downtown Shoppers	7
River	BARC	7
Schools	New Residents	7
Friendliness	Legion	6
Laid Back	Legion	6
Nostalgia	Downtown Shoppers	6
Police	BARC	6
Quiet	Legion	6
Railroad	Downtown Shoppers	6
Schools	Legion	6
Small Town	Legion	6
Traffic	New Residents	6
Boating	Senior Center, BARC	5
Chains	Legion	5

Crossroads	Downtown Shoppers	5
Events	Lovettsville, BARC	5
History	BARC	5
Kayak	Downtown Shoppers	5
Main Street	Legion	5
Noise	Legion	5
People	Legion	5
Potomac River	Downtown Shoppers	5
Shopping	Legion	5
Small Town	Downtown Shoppers	5
Sports	BARC	5
Affordable Housing	Legion	4
Architecture	BARC	4
Bed and Breakfast	BARC	4
Bedroom Community	Senior Center	4
Bury Power Lines	BARC	4
Caring	Legion	4
Cemetery	BARC	4
Closeness	Legion	4
Concerned citizens	Legion	4
Conservation		
Atmosphere	Legion	4
Core Competencies	Downtown Shoppers	4
Deer	Legion	4
Diversified	Legion, Lovettsville	4
Economic	BARC	4
Employs	Legion	4
Engine	BARC	4
Grocery Store	Lovettsville	4
Grocery Store	Legion	4
Heritage	Legion	4
Hiking	BARC	4
Home Town	BARC	4
Hospitality	Legion	4
Location	BARC	4
Low crime	Legion	4
Museum	Downtown Shoppers	4
Museum	New Residents	4
Passionate people	Legion	4
Pool	BARC	4
Postal service	New Residents	4
Public Works	BARC	4
Quality of Life	Legion	4



Rail Travel	Downtown Shoppers	4
Restaurants	Legion	4
River	Downtown Shoppers	4
Shopping	BARC	4
Shopping	Lovettsville	4
Sidewalks	BARC	4
Small Town	Open Forum	4
Small Town	Open Forum	4
Steam	BARC	4
Trains	BARC	4
Tranquil	BARC	4
Transportation	Legion	4
Trash	BARC	4
Unique	BARC	4
Volunteers	BARC	4
Zip Code	Legion	4
Antique Stores	Lovettsville, legion	3
Artists	Downtown Shoppers	3
Brunswick Crossing	Legion	3
Business Friendly	Lovettsville	3
central location	BARC, Legion	3
Country	Legion	3
Dust	Legion	3
Family	BARC	3
Fishing	Downtown Shoppers	3
Forward Leaning	Legion	3
Gateway	Downtown Shoppers	3
Golf Course	Legion	3
Hospital	Legion	3
Pretty	Legion	3
Promotional Opportunity	Legion	3
Railroad days	Legion	3
Refurbish	Legion	3
River	Lovettsville	3
Romance	Downtown Shoppers	3
Rural-ness	Legion	3
Scenic	Legion	3
Schools	BARC	3
Shit Hole	Legion	3
Supermarket	BARC	3
Togetherness	BARC	3
Water Sports	Downtown Shoppers	3
Youth	BARC	3

Activities	Lovettsville	2
Ambulance	BARC	2
Beautiful	BARC	2
Bowling Alley	Senior Center	2
Church Community	Lovettsville	2
Clean Up	Legion	2
Clubs	Legion	2
Coal	Legion	2
Dangerous	Downtown Shoppers	2
Facilities	Downtown Shoppers	2
Fire	BARC	2
Friendly Community	Senior Center	2
Giving	BARC	2
Hardware Store	Lovettsville	2
Hotel	BARC, Legion	4
Image	Downtown Shoppers	2
Jobs	BARC	2
Library	Senior Center	2
Loud	Downtown Shoppers	2
MARC Train	Lovettsville	2
Misconceptions	BARC	2
Movies	Legion	2
Museum	Senior Center	2
Museum	BARC	2
Noisy	Downtown Shoppers	2
Opportunities	Downtown Shoppers	2
Outdoors	Downtown Shoppers	2
Parking	Lovettsville	2
Past	Downtown Shoppers	2
Potential	Focus Groups	2
Power Lines	Legion	2
Present	Downtown Shoppers	2
Recreation	BARC	2
Restaurants	BARC	2
Retaining Walls	BARC	2
River	Legion	2
Rough past	BARC	2
Rundown Homes	Lovettsville	2
Semi-rural	BARC	2
Sharing	BARC	2
Sports	Senior Center	2
Streets	Legion	2
Supply Line	Legion	2

Tourism	Downtown Shoppers	2
Traditions	BARC	2
Unique	Downtown Shoppers	2
Volunteers	Open Forum	2
84 Lumber	Lovettsville	1
Bars	New Residents	1
Beans in the Belfry	Lovettsville	1
Better	Senior Center	1
Bingo	Senior Center	1
Camaraderie	Senior Center	1
Campground	Lovettsville	1
Card Party	Senior Center	1
Code Enforcement	Legion	1
Coffee	Lovettsville	1
connection	BARC	1
Consignment Store	Lovettsville	1
Cozy	BARC	1
Cross Promoter	Downtown Shoppers	1
Culture	Downtown Shoppers	1
Depressed Economy	Lovettsville	1
Dollar Store	Lovettsville	1
Downtown Economic	Lovettsville	1
Drug Stores	Senior Center	1
Food	Senior Center	1
Friendly People	Senior Center	1
Genuine Person	Lovettsville	1
Good Old Days	Downtown Shoppers	1
Greater Communities	Downtown Shoppers	1
History	Downtown Shoppers	1
Interesting Buildings	Lovettsville	1
Investments	Lovettsville	1
Kayak	Lovettsville	1
Library	Lovettsville	1
Light Rail	Legion	1
Loitering	Lovettsville	1
Mom and Pop Shops	Lovettsville	1
Multi-layered Town	Lovettsville	1
Nice drive	Legion	1
Organized	Lovettsville	1
Outdoors People	Downtown Shoppers	1
Ownership	Lovettsville	1
Paint	Lovettsville	1
Participating	BARC	1

Peace	Senior Center	1
Pedestrian Friendly	Legion	1
Pedestrian Friendly	Legion	1
People	Downtown Shoppers	1
People	Senior Center	1
Pizza	Lovettsville	1
Place Mat	Lovettsville	1
railroad	Senior Center	1
Recreational	Lovettsville	1
Regional Park	BARC	1
Regional Park	BARC	1
Rural	Downtown Shoppers	1
rural	Legion	1
Shopping District	Downtown Shoppers	1
Sidewalks	Lovettsville	1
Simplicity	Lovettsville	1
Skate Park	Lovettsville	1
Small Town	Lovettsville	1
smoke	BARC	1
Socializing	Senior Center	1
Tourists	Downtown Shoppers	1
Town	Downtown Shoppers	1
Train Watchers	Downtown Shoppers	1
Trash	Legion	1
Trees	Lovettsville	1
Trip	Senior Center	1
Very Safe	Open Forum	1
Vibrant Art Scene	Downtown Shoppers	1
Volunteering	Downtown Shoppers	1
Walking Friendly	Lovettsville	1
Wal-mart	Senior Center	1
Warm Feeling	Lovettsville	1
Water	Lovettsville	1
Waterfront	Lovettsville	1
Weaknesses	Downtown Shoppers	1
Welcome to Brunswick		
Sign	Lovettsville	1
Whistles	BARC	1
Wi-Fi	Legion	1

This initial list of keywords was sorted for counts and then sorted again for groups, i.e. keywords that shared commonalities (MARC Train and Commuter Rail have the same meaning, therefore the counts

are grouped). Items identified as negative to the brand were eliminated from the list. Items classified as “wants” were also removed from the keyword list for purposes of this exercise. Negative items and “wish” items identified in this study will be used to develop a SWOT analysis and brand opportunity project list. Below is the result of this secondary sorting of the brand keyword data. Classifications were determined by the keyword’s overall use in context by the focus group participants.

### Branding Brunswick Transcriptions Keyword Count List – Grouping and Classification

Keyword	Count	Classification
Community/Quality of Life	104	Core Competency
Recreation	81	Core Competency
Trains	51	Core Competency
Shabby Appearance	36	Negative
Infrastructure	36	
Railroad/Nostalgia	34	Core Competency
Charm/ Small Town	29	Core Competency
Proximity/Locations	28	Core Competency
Restaurant	28	Wish
Shopping	26	Negative
Beauty of Area	24	Core Competency
Downtown	18	Negative
Safety/Police	17	Core Competency
Communications	15	Negative
Government	13	Negative
Schools	13	Core Competency
Pride	11	Core Competency
Commuting	10	Core Competency
Parking	10	Negative
Business Opportunities	9	Wish
Fire Siren	9	Negative
Volunteers	9	Core Competency
Reputation	8	Negative
Urgent Care	8	Wish
Bikes	7	Core Competency
River	7	Core Competency
Nostalgia	6	Core Competency
Traffic	6	Negative

By analyzing this second set of data, 5 themes were found: Community & Quality of Life, railroad, Recreation and town. Each keyword was further grouped into these categories as shown:

#### Branding Brunswick Transcriptions Keyword Count List – Grouping by Core Competency

Community/ Quality of Life	Railroad	Recreation	Town
Beauty of Area	Trains	C&O	Charm
Proximity/ Location	Commuting	Bike	Small Town
Downtown	Nostalgia	River	Pride
Charm		Tow Path	Safety
Small Town		Beauty of Area	Police
Pride		Charm	Business Opportunity
Safety			Schools
Police			Nostalgia
Commuting			
Volunteers			
Schools			

Because Brunswick has long been associated with the railroad, the use of each keyword associated with the railroad was referenced in the context in which it was used in each focus group. The analysis revealed the following:

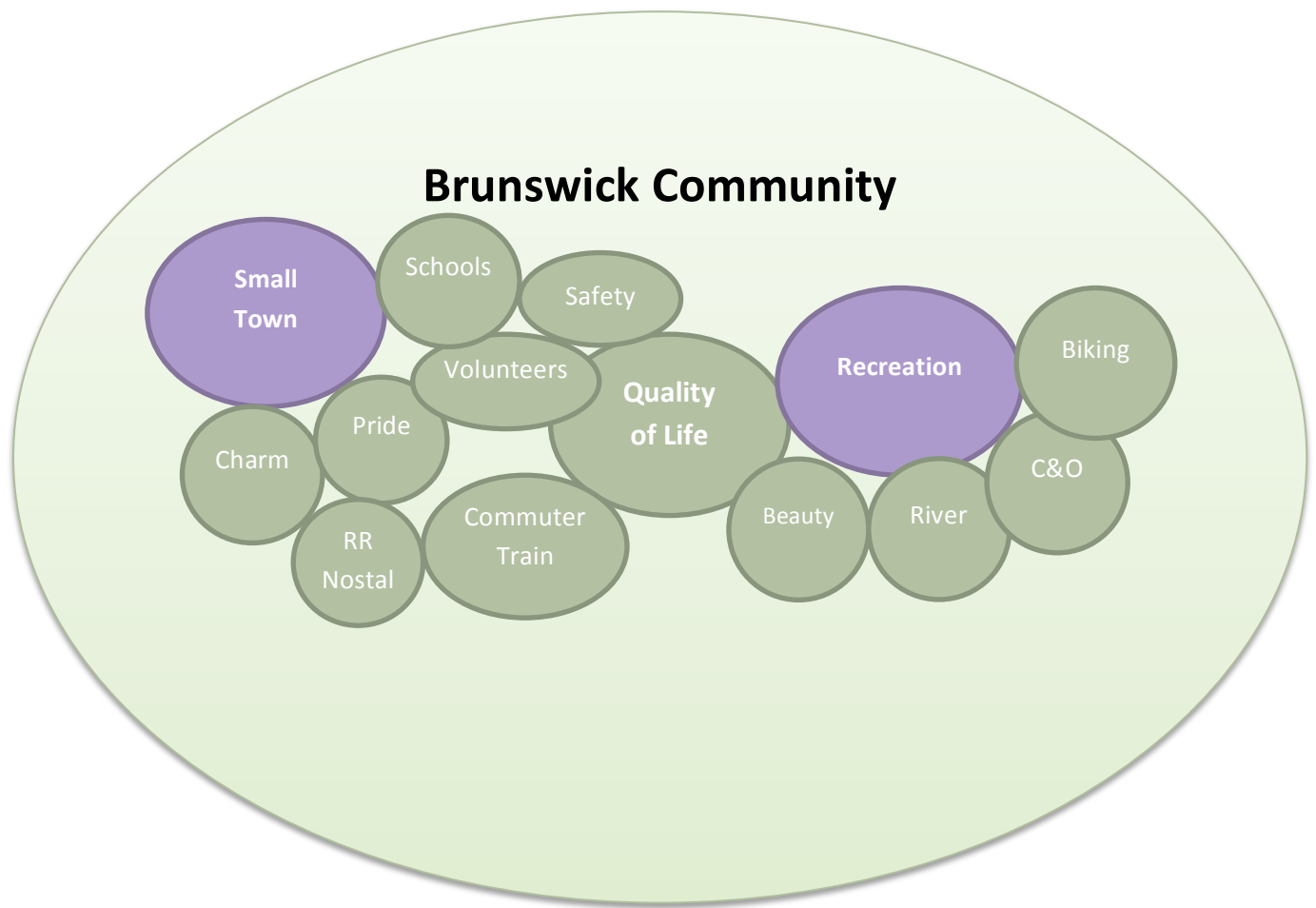
#### Branding Brunswick Transcriptions Keyword Count List – “Train” Keyword Analysis

Keyword	Positive Reference Count	Negative Reference Count	Outcome
Train	11	8	Neutral, only slightly positive by 2 points
MARC	13	9	Slight Positive – positive by 4 points
Old Time Train – Railroad	10	2	Strong Positive – positive by 8 points

The strongest position for the reference of “trains” for the Brunswick Brand is the position of the nostalgic history of the railroad, followed by the commuting MARC train. Reference to the train in its modern use other than as a commuting train (freight, CSX) is a neutral reference, and there does not add anything to the brand of Brunswick. A focus on the stronger positions should be utilized.

### Keyword Relationships

A grouping method is employed to analyze the relationships between each of Brunswick’s keywords that were identified as a core competency for the brand. The circle diagram below shows the visual relationship of each keyword.



**Quality of Life:** Quality of Life was found to be the nucleus of all the keywords. Each is referenced or contributes to the citizen's quality of life when living in Brunswick, MD.

**Small Town:** While Brunswick is a City, most all participants in the focus groups characterized or referenced Brunswick as a "small town" or having a "small town feeling". Outside of Quality of Life, small town was found in the 2<sup>nd</sup> tier of keywords and characterizes the sub-competencies that contribute to that strength. Those include: Schools, Safety, Volunteers, Pride, Charm, Railroad Nostalgia, and the Commuter Train.

**Recreation:** Recreational amenities characterize the balance of the keywords found contributing to the brand that include: the C&O Towpath, Biking, the Potomac River and the Beauty of the Brunswick area.





#### CITY OF BRUNSWICK LOGO SUMMARY STATEMENT

The City of Brunswick's new brand is a reflection of the area's legendary beginnings and natural wonders. Brunswick's history is depicted by the locomotive—a significant part of its past. The graphic also boasts the beauty of the terrain—the Potomac River, C&O Canal Park and Towpath, the Appalachian Trail, its rolling topography revealing the dramatic sunrise of the gap.

A subtle reference to Brunswick's proud baseball heritage has been included—the distinctive diamond shape representative of a baseball field, as well as baseball stitching on the outer perimeter of the seal, connecting City of Brunswick with Maryland.

The primary colors used are blue and green, once again reflecting the beauty of the great outdoors. The contemporary design paired with a traditional font connects Brunswick's past to the present.

## Appendix

### 1) Timeline of Brunswick History

## A CHRONOLOGICAL HISTORY OF BERLIN-BRUNSWICK, MARYLAND

1634-1990

AS PUBLISHED IN THE *BRUNSWICK CITIZEN* JANUARY AND FEBRUARY 1991

WRITTEN BY DR. RAYMOND GRANVILLE BARGER AND REV. H. AUSTIN COOPER

- 1634—Captain Henry Fleet, British ship captain, voyaged up the Potomac River to Great Falls, sent parties up Potomac Valley and the Catoctin Mountain and South Mountain prospecting for gold.
- 1638—French-English fur traders were selling commodities to the Indians.
- 1700—Swiss prospector Louis Michel searched for gold in area.
- 1717—A trading post was opened by the Cartlidge Brothers, Edward and John, from the Susquehanna River (Pennsylvania) Trading Company. Same year a series of trading posts opened at Monocacy River, Point of Rocks, Berlin, Williamsport, Hancock, by the same people.
- 1722-1732—The “German Settlement” (Lovettsville, VA) settled by Germans from Pennsylvania (Lancaster-York counties) who mainly used the “German Crossing” for crossing Potomac at Berlin.
- 1728—First permanent settler at Berlin-Brunswick—trader Abraham Pennington from Cecil County, Maryland.
- 1731—Captain Joist Hite, British army guide, led a group of settlers from Pennsylvania to Shenandoah Valley, stopped at the “German Crossing” a week until the Potomac receded from a flood, still could not cross and went across Pleasant Valley (and gave it the name Pleasant Valley).
- 1731—British captain and guide led a group from Lancaster, Pennsylvania to the Shenandoah Valley. Stopped at a local spring (today Moore’s Spring). His name: Captain James Knox. He stopped there on several occasions, hence the name Knoxville, Maryland.
- 1731—First ferry across Potomac River at the “German Crossing,” operated by Abraham Pennington.
- 1732-1734—Survey of Monocacy Trail from Wrightsville, Pennsylvania (now Harrisburg).
- 1741—Exchange of hands of ferry, from Pennington to John Hawkins.
- 1744—Ferry exchanged hands, from Hawkins to John George Arnold of Burkittsville area (Broad Run).
- 1748—Ferry exchanged hands, Arnold to John Colvin, of Virginia and the Trading Post.
- 1750—Ferry exchanged hands, Colvin to Jacob Brumbaugh, from Adams Co., Pennsylvania.
- 1753—John Hawkins granted 3100 acres of land on the Potomac river, named “Merrypeep- O-day” (Looking eastward over Catoctin Mountain, the sun peeps to the Potomac Valley below, hence “Merry-peep O-Day”. Brunswick stands on part of this land.
- 1762—Col. George Washington, Mt. Vernon, proposed making the Potomac River navigable for small boats. River traffic was already active, Williamsport-Great Falls, by flatboats.
- 1777—Formation of official Maryland Government, separate from British rule.
- 1778—Virginia Legislature awarded a license to the Earl of Tankerville to operate a ferry from Maryland short to Virginia, at German Crossing; there was heavy travel from Pennsylvania. The land tract had 17,000 acres. The ferryman was Christian Shimmer. Ferry named “Tankerville Ferry,” and Brunswick to the name “Tankerville”.
- 1780—First religious services held in Brunswick.
- 1780—First religious service held in Brunswick was “The Mass.” Priests from St. John the Evangelist Catholic Church, Frederick, held services in the home of Leonard Smith, founder of

Brunswick (Leonard Smith and his family are buried in St. John Cemetery, Third Street, Frederick.)

- 1780-Clement Hollyday and Leonard Smith surveyed and laid out lots for their respective families. Historians accept this date as the “official” founding of Berlin- Brunswick (see Williams History of Frederick, Co.).
- 1781-October 20, 1781, John Ross Key, father of Francis Scott Key, carried the message to Frederick from Yorktown that Washington’s troops had won the Battle of Yorktown, and the war was over.
- 1783-General Washington delivered a stirring speech to Marylanders in the home of John Ross Key, thanking all American citizens for their help and sacrifices all during the war.
- 1784-December 22, the Virginia Legislature granted a license for the formation of the Potomac River Company; Maryland did the same.
- 1785-A large group of settlers from Frederick County, Adams County (Pennsylvania), Somerset County (Pennsylvania), re-moved into Kentucky. Families from Berlin went along.
- 1787-Leonard Smith surveyed ninety-two lots for sale in Berlin. This was the true beginning of Brunswick; see map hanging in the Brunswick Council room.
- 1802-Brick yard and furnace office built at 2nd Street and C Street (the front of the residence of Helen and Elsie Cooper-the oldest house in Brunswick), later owned by John L. Jordon Sr. (in what was called “Brick Yard Hollow”); kiln (furnace) built 1799.
- 1820-The Potomac River Company considered a failure and abandoned. In its place it was proposed that the Chesapeake and Ohio Canal Company be formed, and a canal constructed from Georgetown to Cumberland, Maryland.
- 1821-The Chesapeake and Ohio Canal Committee formed.
- 1822-Jacob Waltman Jr., received a license to operate the Berlin-Loudoun Ferry across the Potomac River at the German Crossing.
- 1828-A banner year for Potomac Valley (and Brunswick); the Chesapeake and Ohio Canal began. John Quincy Adams, President of the United States, turned the first shovel of soil.
- 1828-Construction on the Baltimore and Ohio Rail Road began on July 4, 1828; the first shovel of soil was turned by Charles Carroll, signer of the Declaration of Independence.
- 1830-First B&O Railroad coach, the “Columbus, horse-drawn between Baltimore and Ellicott City, Maryland.
- 1832-First B&O R.R. (steam), the “Atlantic”, between Baltimore and Ellicott City, destination Frederick, Maryland. At Mt. Airy, steam engine uncoupled and horses hitched to car, named “Frederick;” they pulled coach over Pars Ridge and on to Frederick.
- 1832-April 26, name of town (now Brunswick) changed to “Barry”, by the U.S. Postal Service.
- 1834-First canal boat arrived at Barry.
- 1834-First B&O R.R. tracks arrived at Barry (same day as C&O Canal).
- 1845-Flour and grist mill built on north bank of Canal at Lock 30 by Charles M. Wenner. His original farm extended from Wengers Hill to north shore of Potomac River; it had belonged to Leonard Smith.
- 1854-1858-building of covered bridge across the Potomac River at Barry.
- 1860-The first public school opened in Barry.
- 1861-May 1, General Robert E. Lee, Commander Army Northern Virginia, Confederate States of America, gave orders to Col. Thomas J. Jackson CSA to burn the covered bridge at Harpers Ferry. It was burned June 9, 1861.
- 1861-June 9, Drake’s CSA Cavalry was stationed on Virginia side of Potomac River of overed ridge across from Barry. (Drake’s unit was a part of General J.E.B. Stuart’s main cavalry). Early in

the morning, before first light, Drake's men saturated the wooden bridge with "coal oil" (kerosene), and packed black powder around piers. With a thunderous roar the covered bridge went up in fire and smoke. The citizens of Barry rushed to the scene, but the CSA riflemen sprayed the mill and lead-road up to the bridge. All that they could do was watch their three-year-old beautiful bridge burn and fall into the Potomac River.

- 1861-June 9: at the same time the Barry Bridge was fired, the Point of Rocks bridge was destroyed by General Turner Ashby, CSA, called the "knight of the Shenandoah Valley." Dams, canal boats, towpath, etc. destroyed along the canal from Point of Rocks to Harpers Ferry. The B&O R.R. suffered the same destruction—tracks were torn out; telegraph poles, telegraph sheds destroyed.
- 1861-The Maryland Home Guard unit (Union) was stationed at Barry under command of Captain Charles H. Russell, a son of Barry. On September 12, when Stonewall Jackson was about to capture Harpers Ferry (completed September 15), the Barry and Frederick Potomac Home Guard joined Col. Dixon S. Miles, commander of the Railroad Brigade of the Middle Department, Eighth Army Corps, Union, with 12,000 men at the Harpers Ferry garrison. On the 15<sup>th</sup>, the garrison was captured, except the gallant 1,200 cavalymen who escaped in total darkness, across the pontoon bridge right under the noses of General McClaws' men up on Maryland Heights directly above the ferry. Captain Charles Russell and nine hand-picked men left the ferry to go on one of the most dangerous missions of the war: to take a message for help to Gen. George B. McClellan, stationed at Bolivar, Maryland, just west of Middletown...mission accomplished, but too late...on the 15th, Harpers Ferry fell to Col. Stonewall Jackson (CSA). All through the war Barry was not affected very much except for an occasional rifle shot across the river by an anxious CSA lad. The main reason for the respect that the Virginia people had for Barry was that on both sides of the river were relatives on the other side; churches had members in Virginia, especially the Reformed and Lutheran Churches.
- 1861-After quiet returned following the firing of the Potomac River bridge at Barry, the Corps of Army Engineers (Union) built a pontoon bridge that remained until well into 1862, as a means for the Union to get fast deployment of cavalry units (to frighten off CSA units spying on Barry).
- 1862-Skirmishes between Union and Confederate cavalries, at Barry, Petersville, and Knoxville.
- 1862-September 14, the Battle of South Mountain, especially the two battles at Burkittsville-Cramptons Gap and Brownsville Pass. People of Barry and doctors took bandages to Burkittsville hospitals.
- 1862-September 17: Battle of Antietam at Sharpsburg affected the whole countryside within a fifty mile radius.
- 1862-By October the canal and railroad and all roads around Barry were repaired.
- 1862-Barry, on the B&O Railroad, became the supply depot for the Army of the Potomac, under command of Gen. G.B. McClellan. The various divisions took their turn to come to Barry and camp there (mostly between the tracks) while being reequipped and getting new uniforms and new winterized equipment, before going south on October 26.
- 1862-Camp sites of waiting units at Barry depot:
  - General Alfred Pleasanton, Commander union Cavalry, headquarters-the Captain John Short house (of Revolution Days), the Musgrove House (now the American Legion Home); all the space from the present Gross store to below present roundhouse.
  - Farmers hauled grain and hay, ladies sold baked goods, food, soup...Barry reaped a harvest.
  - General G.B. McClellan had his rest home at the George Yourtee house, just beyond the present Valley Elementary School, Pleasant Valley, at Brownsville Heights.

- During inclement weather he made his headquarters at the Charles Wenner house (present home of Mrs. Lucy Erksin Meyers), at Souder Road (across from the present shopping center). On special needs he used the Short residence. Mrs. McClellan stayed for the duration at the Yourtee home.
- Brig. General George Gordon Meade and Brig. Gen. Truman Seymour, Third Division, composed of Pennsylvania troops (1st PA Reserves, 2nd PA Res., 5th PA Res., 6th PA Reserves., 13th PA Res., 1st Rifles)-they camped all along the road toward the Rosemont Lions Club. The Rifle Range was across Little Antietam Creek, on the old Flook Farm.
- Maj. Joseph Hooker, 1st Army Corps (wounded at Antietam, but stayed with troops while at Barry), followed other division for his turn. The 1st Corps evolved on Brig. Gen. George G. Meade, camped along the Barry-Knoxville Road, covering what is now New Addition.
- Sixth Army Corps, Maj. Gen. William B. Franklin, camped just north of Burkittsville, covering the Carpenter and Miller (present Charles Brandenburg) farms. Three Union officers stayed in the Brandenburg house. Maj. Gen. William B. Franklin was commander of the Union left wing at Burkittsville-Crampton's Gap and Brownsville Pass, September 14, 1862. This may have been the reason that he camped in that area.
- 1st Brigade, 2nd Division, of Sixth Corps, Brig. Gen. Winfield S. Hancock, camped on the "River Bottom Farm" of the late Harry and Harley Catlett. The farm was owned by their father, George D. Catlett (1866-1933). Mr. Catlett often told us boys about early Brunswick, etc. My brother Wilbur and I worked for Harry on Saturdays during seasons that produced vegetables, melons, etc.; we hauled them to Barry by two-horse wagon load. Mr. Catlett said that the "Big Camp" covered all the river bottom land from the Pete Oden house (the farm help house) all the way east to Quarter Branch at the B&O Yard.
- Gen. Custer's unit camped on the Miller farm, Sandy Hook, before camping at Barry. Gen. George Ambrose Custer, who was on General McClellan's staff, was seen at many of the camps at Barry. Mr. G. Maynard Eagle (1888-1957), who lived on Route 464 past the Charles Arnold farm, was one of this writer's favorite aged historians. The house that he lived stood before the Revolutionary War. I visited him many times. His son Charles lived on Marker Road, Middletown, Maryland until his recent death. I visited him and he had many stories handed down to him from his father, Maynard. Among them was the story that the Union army's separate units, while they were being re-equipped at Barry, camped down the road from where the new high school stands, and around the house and barn. They let their horses loose in the meadow below the house (that would be to the right of the main road, Rt 464).
- Charles said that in the field (where the new houses are now standing) he and his brother when cultivating corn often ploughed up a Civil War belt buckle. Each time that they found it they would clean it well and drop it again, to see where it would turn up the next time. Said Charles, "It is till there as far as I know." (1988).
- Maynard Eagle once told this writer that his father told him that one of the outstanding generals that he remembered was General George Ambrose Custer. He had long, flowing blond hair to his shoulders, scented with cinnamon oil. He went through the Civil War, and the last battle that he fought was on that lonely Montana hill, at the Battle of the Little Big Horn, where he was killed by a Sioux Indian's bullet.
- Maj. Gen. Ambrose Burnside took over the 9th Corps at the Battle of South Mountain, on September 14 when Maj. Gen. Jesse L. Reno was killed at Fox Schoolhouse. His main Rest Camp was on both sides of the Pleasant Valley Road. In the book by Gen. Alpheus

S. Williams *From the Cannon's Mouth*, he told of looking out his tent at the long string of white tents along Valley Road (from the Valley school to the Gapland-Burkitsville road, Crampton Gap). I used to work for "Shorty" Harmon, operator of the Cigar Store; he told me that Gen. Burnside's unit camped where the upper (east bound) hump at Knoxville stood.

- Maj. Gen. Alpheus S. Williams, commander of the Twelfth corps (the corps that Maj. Gen. Joseph K.F. Mansfield commanded at Antietam, where he was mortally wounded)- his main rest camp was in the 40 acres field on the Garrett Farm, now the Albert Roelke farm near Frog Eye Church. I have never found where he camped at Barry. Harry Catlett said that there were many Union units camped on their farm because there was plenty of water in the canal and river. At the east end of the farm is a nice spring; this was the site of an ancient Indian Village. In 1931, I found a soapstone pipe there, which I still own. Harry told me that all that he could remember was that the general in charge of the camp had something to do with cigars. I believe that he was referring to the incident when General Lee's units pulled out of the land camp on the Urbana Pike, when he launched his Maryland Campaign and split his army into five separate armies. As General Alpheus Williams settles his units in the campsite on Urbana Pike, two of his men found three cigars with papers wrapped around them. This proved to be one the many important documents of the Civil War. It revealed to Gen. McClellan the positions of the entire Confederate Army commanded by General Lee in Maryland at the time, and changed all of Lee's plans for the conquest of Maryland, Pennsylvania, and the Nation's Capital. Could Harry Catlett's answer be a clue to the secret?
- 1863-On July 18, Barry again became the headquarters for the Union Army, under the command of Gen. George McClellan. This was following the Battle of Gettysburg on July 1, 2, and 3. Again, Gen. McClellan used the Charles Wenner house for his HQ (Mrs. Lucy Erskin Meyer's house). McClellan and the Union Army crossed the Potomac River, heading toward Richmond, Virginia on October 26 (Union Army of the Potomac).
- 1881-Brunswick's first newspaper, the *Brunswick Herald*, Edward C. Shafer, editor owner.
- 1889-Plans made for building the B&O Round House.
- 1889-First house built on Wenner's Hill.
- 1890-Berlin brick yard (1799) in 1890 John L. Jordon, Manager, (2nd Ave and B St) office built 1802 (now residence of Elsie & Helen Cooper).
- 1890-Great flood destroys C&O Canal, B&O RR property (known as the Johnstown Flood).
- 1890-Opening of the Shed Seminary, North Second Ave.
- 1890-April 8: Brunswick incorporated-name changed from Berlin (because there was another Berlin on the Eastern Shore in Maryland). A B&O Railroad official gave it the name because so many Germans lived there whose ancestors came from Brunswick, Germany (they had worked on building the canal and railroad).
- 1890-B&O RR yards moved to Brunswick from Martinsburg, West Virginia.
- 1890-The Victor Kaplan Building built, home of Kaplan & Sons.
- 1890-B&O Railroad gravity yards constructed, largest such yards in the world.
- 1890-First mayor elected, John L. Jordon Sr.
- 1890-West Brunswick Elementary School built on Brunswick Street, with four rooms.
- 1890-Catoctin Road relocated from B&O right of way to 9th Ave, down East Potomac St., on to Knoxville Road.
- 1890-B&O built YMCA, for employees to stay over (Brunswick was the end of a division).
- 1890-B&O Emergency Hospital built onto YMCA; Dr. Harry Hedges was the doctor and surgeon.

- 1891-First link and couple pin used on B&O trains.
- 1891-B&O Relief Department instituted.
- 1892-East Brunswick Elementary School built.
- 1892-First baseball team organized in Brunswick, the Twilight League on Wenner Hill.
- 1892-May 5: Fraternal Order of Masons organized lodge and sponsored by the Sandy Hook, Maryland Masonic Order of Masons, their lodge room-building built on Square Corner.
- 1893-William L. Gross General Store opened at end of Maryland Ave, at B&O tracks. Motto: "Whatever you want, we have it."
- 1893-B&O RR eastbound classification yard constructed.
- 1893-Population of Brunswick 2,000.
- 1893-Iron bridge built across Potomac River, replaced ferry (original covered bridge burned by CSA in 1861), built by Loudoun Berlin Bridge Company, Newton O. Bake, president. Opened November 3, 1893. Huge parade with over 500 participants from Virginia and Maryland marched between 3, 000 who lined both sides of bridge. Two boys fell off railing into the Potomac River (unhurt). Parade marched east on Potomac Street, ended at East Brunswick Elementary. At 7 p.m. a giant display of fireworks from "between the tracks." A week of festivities! Crowds of sightseers flocked to town to walk on the new bridge and visit this thriving railroad town.
- 1900-First street lights installed, a gift from the B&O Railroad. The source of electrical power was the B&O RR shops.
- 1900-Four new rooms added to East Brunswick School.
- 1900-Second B&O RR classification yard built.
- 1906-1910- First prefabricated houses built-shipped from New York and erected on New York Hill (that is how the Hill got its name) East Potomac Street, "Ten Row," "Harry George Row" (next to former Litton Garage on West Potomac Street).
- 1906-Gravity yard and eastbound hump built in West End yard (Westbound Hump located in East End Yard). Number of pairs of tracks multiplied to make up the volume of trains leaving Brunswick.
- 1906-1910-General hiring of railroad employees by largest employer in county.
- 1906-First Baptist Church built on A Street.
- 1907-West Brunswick Elementary School enlarged; west end of town growing.
- 1907-Westbound RR station moved from Seventh Street to present site.
- 1907-B&O RR YMCA built on Potomac Street.
- 1907-Brunswick declared a "boom town" by area newspapers.
- 1908-Eastbound station built.
- 1909-Brunswick installed own electric line, power from Harpers Ferry Power and Light Company.
- 1910-First public water system installed; gravity water supply high tank, N. Maple Avenue on Wenners Hill.
- 1910-Brunswick Boys Club organized "OGF-BOOM" (Old Glory Forever), by the Rev. Luther Martin, Presbyterian Church minister.
- 1910-Brunswick first Fire Department begun. 1st Phone service by C&P Telephone Co.
- 1912-Brunswick High School built on 4th Ave "Turkey Hill."
- 1912-Proposed hookup of Frederick trolley line; tracks laid in Potomac Street (never used; Frederick Trolley never connected to Brunswick tracks).
- 1913-B&O RR classification yard completed.
- 1914-Erection of high water tank on Wenner's Hill-gravity water flow.



- 1916-Troop 2, Boy Scouts of America, organized with George A. Hood Scoutmaster, Charles L. Utterback, Assistant Scoutmaster, First Methodist Church sponsoring institution; second troop in Maryland (Baltimore Troop was #1). Troop meeting room, Methodist Church Sunday School room.
- 1917-April 30: Lavetta Irene Kelly Thomas, telephone operator (until 1963).
- 1917-19-stall roundhouse built by B&O RR.
- 1917-Park Heights Cemetery begun, Howard Marvin Jones, Manager-Secretary.
- 1918-Troop1, BSA late registering, received Number 5 as Troop number.
- 1920-Armistice Day Parade begun.
- 1920-1930-Apple Blossom Festival, Winchester, VA-B&O ran "Apple Blossom Special," B&O supplied for Brunswick school children usually won first place!
- 1921-Merryland Tract Homemakers Club chartered.
- 1920's-1950's-Opening of Louis & Tony Cincotta fruit & vegetable store.
- 1921-Girl Scout Troop organized in home of Mr. and Mrs. G.A. Hood, 314 W. Potomac St.; Captain, Miss Lavenia Hood; First Lieutenant, Miss Georgia Hood; First Methodist Church, sponsoring institution.
- 1921-General pump installed on Petersville Road.-Wenner's Hill.
- 1921-Water pumped to N.Y. Hill wooden tank, water used for fire hydrants and fire lines.
- 1922-The year of the Great Railroad Strike.
- 1922-Building water reservoir for gravity flow, Souder Road.
- 1922-Football organized by "Sonny" Cannon, "Brunswick Railroaders."
- 1924-Chesapeake and Ohio Canal officially ceased to function.
- 1924-Potomac Street blacktopped surface.
- 1925-Red Men's parade and public picnic, city park (a big affair!).
- 1925-City Park and pavilion built.
- 1928-Brunswick High School burned before dawn. Classes then held downtown: Red Men's Hall and classrooms, Methodist Church (office), hall above Orison's store Karn lumber.
- 1929-January 26: American Legion, Steadman-Keenan Post 96 established.
- 1929-B&O Railroad largest employer in Frederick County, with over 1,200 workers.
- 1929-1930-Sheer's Stadium built on B&O RR farm; Tri-County teams played there.
- 1929-B&O transfer yard repair shop enlarged and repaired; transfer sheds enlarged and rebuilt.
- 1930-Formation of Brunswick Band.
- 1930-Founding of Brunswick Hospital, Virginia Avenue, by Dr. William Schnauffer (local son).
- 1930-Bill Wenner store opened on W. Potomac Street.
- 1930-Plans set forth by Men's Bible Class, Methodist Church, to establish a town museum; Charles L. Utterback, chair; Asst. Glenn I. Cooper, Donald Darr, secretary; John B. Funk, H. Austin Cooper to represent youth. Proposed Red Men's Hall, first floor.
- 1930-Town census taken-4,000 citizens.
- 1932-Water system included Yourtee Spring (near Brownsville).
- 1932-Opening of Souder-Chick Dairy and Delivery Service.
- 1937-Fire trucks changed from solid tires to pneumatic tires.
- 1938-Factory built, Brown's Hosiery.
- 1946-Dedication of Memorial Park-Square, A Street, in memory of boys who fell in service to their country.
- 1952-Brunswick Elementary School opened on Center Avenue.
- 1953-Forming of Little League Baseball.

- 1954-Recreation Commission, W. Carlos Myers, Chairman.
- 1955-Organization of Babe Ruth League team by Marvin Younkens, Secretary, B&O YMCA.
- 1955-New concrete bridge over Potomac River dedicated, July 30 by Brunswick Board of Trade, James E. Cummings, Mayor; address by Theodore R. McKeldin, Governor of Maryland; City Council: W.F. Albert, William Horton, Chester Phillips, C.C. Hahne, Charles Selby, A.H. Danner; Police and clerical staff: E. Donald Darr, Herber E. Sperry, C Thomas Moore, Lee R. Merriman, William Crum, James W. Main; General Chairman of Program: Frank Sapp, Brunswick Board of Trade, Historian, David H. Brown, Chr. Of Program, Irvin Ephriam.
- 1959-Baltimore & Ohio Railroad fright yards moved to Cumberland, Maryland.
- 1962-Radio Station WTRI.
- 1962-Building of Brunswick Co-op on Souder Road.
- 1962-Brunswick Milling Company buildings destroyed by fire (1845-1962).
- 1965-Organization of Brunswick Senior Citizens-Audrey Barger, first president.
- 1965-Diamond Jubilee-year-long celebration (year of the beards)-1890-1965.
- 1965-New Brunswick High school built on Cummings Drive on old B&O farm.
- 1967-B&O RR turned over the raw water pump (Potomac River) to town; town built water treatment plant.
- 1969-Construction of Brunswick municipal recreation park, along C&O Canal towpath.
- 1972-Establishment of Senior Citizen's Home, E. Donald Darr building on A Street.
- 1973-Organization of Rotary Club, Brunswick chapter.
- 1974-Purchase of Red Men's Hall by Potomac Foundation and Museum.
- 1975-Organization of Brunswick History and Distinguished Citizen's Commission, by Mayor and Council; President-H. Austin Cooper, Vice President-Willard Barger, Secretary-Estelle Belt, Corresponding Secretary-Betty Lou Cavalier, Treasurer-John B. Funk, Mayor Jess D. Orndorff appointed by Mayor and Council to formulate plans for Bi-Centennial 1776-1976, and to collect, write, and preserve Brunswick history; and to honor Brunswick's distinguished citizens.
- 1978-Establishment of Medical Center on Ninth Avenue.
- 1978-Brunswick Historic District listed on National Register of Historic Places.
- 1979-Organization of the Lioness Club.
- 1980-Celebration of laying out of Brunswick, 1780 by Leonard Smith, surveyor (he had laid out Jefferson, Maryland in 1774).
- 1980-Pilgrimage of Brunswick History Commission and citizens of the town to St. John Catholic Cemetery, 3rd Street, Frederick (the family of Leonard Smith are buried in the east side); a service was held by a priest and president of the commission. Mayor Jess D. Orndorff laid a wreath upon the grave of Leonard Smith.
- 1980-The John T. Williams Funeral Home bought from the C.H. Feete Brothers.
- 1980-Beginning of the Potomac River Festival.
- 1980-Establishment of the Brunswick Museum (Dr. Eleanor Milligan, current curator).
- 1980-Beginning of the Brunswick Library, in old West Brunswick School.
- 1982-Brunswick B&O YMCA destroyed by fire.
- 1988-Brunswick Shopping Center activated, Souder Road.
- 1989-Building and dedication of new Brunswick Library.